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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Addendum

Summary

Pursuant to paragraph 232 of the report of the Special Committee on Peacekeeping Operations and its Working Group on the 2007 substantive session (A/61/19 (Part II)), the matrix contained in the present report provides an overview of the status of all the recommendations contained in the report of the Special Committee and its Working Group. The matrix is supplemental to the report of the Secretary-General (A/62/627). A short summary of each recommendation is given, as well as reference to the relevant paragraph in document A/61/19 (Part II).

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	Paragraph in A/61/19 (Part II)[1]
I. Realignment	
1. Conduct realignment with the following five goals	20
(a) Ensure the success of missions The Department of Field Support provides expert and responsive field support capabilities and resources in the areas of personnel, budget and finance, communication and information technology and logistics.	
(b) Enhance the safety and security of personnel The Department of Field Support is a member of the Department of Safety and Security-Department of Peacekeeping Operations Standing Committee for Security to ensure consultation among the departments on related security issues. The Peacekeeping Operations Support Service of the Department of Safety and Security was realigned to include the Department of Field Support as a dedicated client. With the establishment of integrated operational teams, the Peacekeeping Operations Support Service aligned security coordination officers to support each team.	
(c) Improve accountability and the effective management of resources The Department of Field Support is empowered and held accountable in undertaking the administration and management of field personnel, financing and budgeting, integrated logistics support and supply chain management, and the provision of information and communications technology.	
(d) Increase qualified peacekeeping capacity The Department of Field Support is developing its human resources support concept, which encompasses strategic workforce planning, assessments of existing and potential labour sources, systematic staff management and development and targeted recruitment.	
(e) Ensure proper conduct and discipline The formal establishment of the Conduct and Discipline Unit within the Office of the Under-Secretary-General for Field Support provides direct access and advice to the senior leadership of the Department of Field Support and the Department of Peacekeeping Operations on both technical/operational, and policy/strategic levels.	
2. Ensure accountability and responsibility of the Secretariat at all levels, clear lines of reporting and greater accountability of the Secretary-General as the Chief Administrative Officer to the Member States Priority has been given to recruitment of additional members of the leadership of the Department of Peacekeeping Operations and the Department of Field Support to effectively delegate authority, responsibility and accountability. Additional steps will be taken pursuant to the accountability study undertaken by the Department of Management, to be considered by the General Assembly in 2008.	21

[1] To appear in final form in *Official Records of the General Assembly, Sixty-first Session, Supplement No. 19*.

	Paragraph in A/61/19 (Part II)[1]
3. Issue a separate report of the Secretary-General further elaborating the proposal for realignment A comprehensive report on strengthening the capacity of the United Nations to manage and sustain peace operations (A/61/858 and Corr.1) and its full financial implications (A/61/858/Add.1, Add.1/Corr.1 and Add.2) were submitted to the General Assembly in April 2007. A follow-on report will be submitted to the General Assembly by the end of January 2008.	23
II. Safety and security	
4. Elaborate modalities for cooperation between the Department of Safety and Security and the Department of Peacekeeping Operations, and provide time frames for the implementation of the policy of the two Departments The Department of Safety and Security and the Department of Peacekeeping Operations are working together based on the framework for accountability for the United Nations security management system. These measures are contained in the policy paper on policy on cooperation and coordination between the Department of Safety and Security and the Department of Peacekeeping Operations, made available to the Special Committee in October 2006, and include holding regular meetings of the Department of Peacekeeping Operations-Department of Safety and Security Standing Committee on Security at the Under-Secretary-General level to review outstanding issues and decide on security priorities or security-related concerns, and also include the provision of dedicated support and assistance by the Department of Safety and Security to the Department of Peacekeeping Operations through the Peacekeeping Operations Support Service on security aspects related to civilian personnel in the field.	43
5. Develop modalities for the use, and engage in utilization of advanced monitoring and surveillance technologies The Department of Peacekeeping Operations will undertake, in 2008-2009, a two-stage follow-on project to identify how to operationalize the recommendations made in 2007 study on monitoring and surveillance technologies in United Nations peacekeeping operations. This will include a seminar at United Nations Headquarters in the first quarter of 2008, a field study, a report and a round table for an exchange with Member States on challenges and the way forward, to take place during the 2009 session of the Special Committee on Peacekeeping Operations.	45, 48
6. Review policy regarding the involvement of Member States in boards of inquiry, to allow national boards of inquiry to interview United Nations Headquarters and mission staff as part of their own investigations The Department of Field Support, in consultation with the Office of Legal Affairs, is reviewing the policy and will report to the Special Committee.	47

	Paragraph in A/61/19 (Part II)[1]
7. When there is any incident in a peacekeeping operation that negatively impacts on operational effectiveness, and/or results in the serious injury/death of United Nations peacekeeping personnel, initiate constant communication with concerned Member States and maintain it through to the conclusion of the investigation **Immediately share board of inquiry findings on serious injury/death with the concerned Member States and share lessons learned with all Member States** Procedures are in place to ensure appropriate communication with concerned Member States. Verbal information is provided by the Situation Centre, followed up by the Office of Military Affairs with the transmission of a notification of casualty. Board of inquiry reports are shared with concerned Member States, following consultation with the Office of Legal Affairs.	49
8. Improve liaison arrangements of United Nations field operations to establish effective immediate responses to safety and security issues The United Nations security management system is designed to prevent and/or respond to United Nations staff security issues. The system is based on an unambiguous chain of accountability and responsibility detailed in the framework for accountability for the United Nations security management system. The system establishes the functions of designated official and areas security coordinator (operational and tactical levels) to insure integration and coordination of security operations, including immediate responses to security issues. The designated official is supported in his or her role by a security management system-mandated security management team comprising peacekeeping operation heads of components and heads of United Nations agencies, funds and programmes and others, as invited by the designated official. The security management system ensures that security issues are addressed and actions/responses coordinated within the United Nations system.	50
9. Undertake thorough risk assessments prior to staff deployment and ensure that staff members are provided with adequate security The 2004 security management model remains the primary system-wide tool to identify emerging threats and determine areas of vulnerability. It is on the backdrop of the security management model-based risk analysis that countrywide or area specific security phases are determined by the Department of Safety and Security. The security management system arrangements do not apply to uniformed personnel, and more specifically do not apply to military and police formed units. Military and police deployment generally proceed irrespective of the security phase in effect. The Department of Peacekeeping Operations, the Department of Field Support and the Department of Safety and Security are developing policy to bring under the Department of Safety and Security security arrangements for all individual military and police officers deployed as "experts on mission".	53
10. The Department of Peacekeeping Operations and the Department of Safety and Security should develop an effective mechanism for undertaking periodic risk analyses in peacekeeping operations and at Headquarters, to be conducted at every stage of and prior to the establishment of a mission	54

	Paragraph in A/61/19 (Part II)[1]
The Department of Peacekeeping Operations and the Department of Field Support are putting in place basic capacity to assess and analyse the levels of risk regarding security and safety-related issues prior to the establishment of a mission and regularly during the mission lifecycle. The two Departments will seek a dedicated capacity and will work closely together and with the Department of Safety and Security to develop this mechanism. Undertaking risk management assessments and strategies may also require specific outside expertise.	
11. Ensure that United Nations peacekeeping personnel are deployed in accordance with agreed concepts of operation The Office of Military Affairs develops detailed force requirements and a concept of operations and provides troop-contributing countries with the strategic, operational, and technical information necessary to deploy a United Nations military component, to ensure that contingents have the capabilities, major equipment and sustainability set forth in the concept of operations. Reconnaissance and predeployment visits to troop-contributing countries are undertaken to ensure that potential problems are identified before deployment.	55
12. In cooperation with Department of Safety and Security, improve protection of information The Department of Peacekeeping Operations and the Department of Field Support will participate in the development of an information security toolkit, to be coordinated by the Department of Management, by April 2008, which will provide practical guidance including the marking, storage and transmittal of sensitive business records in both paper and electronic form.	57
13. Together with the Department of Safety and Security, improve the quality of the local security personnel employed. Present a thorough policy for screening and verification before hiring Discussions are ongoing and will require engagement across the system.	58
14. Explore the possibility of having seconded security personnel to enhance safety and security of all personnel in United Nations Peacekeeping Operations Currently, no "seconded" security personnel are present in United Nations Peacekeeping Operations. In recent years, while the specific concept of employing seconded security personnel has not been adopted, the Department of Field Support and the Department of Safety and Security have requested Member States to provide fully trained, partially equipped close protection teams for deployment to the United Nations Assistance Mission in Afghanistan (UNAMA), the African Union-United Nations Hybrid Operation in Darfur (UNAMID), United Nations Assistance Mission for Iraq (UNAMI), the United Nations Mission in the Sudan (UNMIS) and the United Nations Mission in the Central African Republic (MINURCAT) in order to address the critical shortage of such teams. Each team is assessed, trained in specific United Nations subjects and selected by the Department of Safety and Security prior to recruitment by the Department of Field Support. Thereafter, intact national teams are recruited as United Nations staff.	59

	Paragraph in A/61/19 (Part II)[1]
15. Train members of peacekeeping operations to assure their safety and security The Department of Safety and Security is responsible for mission in-briefing of newly arrived personnel. The Integrated Training Service provides training for all newly recruited mission civilian personnel in the United Nations Logistics Base in Brindisi, Italy, which includes training in general security matters and specific security related topics. Additionally, all personnel must complete the Department's online basic and advanced security training courses before deployment. Training of military and police is a contributing country responsibility. Integrated mission training centres deliver training to contingents upon arrival in the mission.	60
16. Undertake a comprehensive analysis of the factors and circumstances that have contributed to all types of fatalities of peacekeeping personnel in the field The Department of Peacekeeping Operations maintains the peacekeeping casualties database. Records show a decrease in the overall number of fatalities in 2006 and the first 10 months of 2007 as compared with 2004 and 2005, in spite of increased personnel deployment. A preliminary review of the seven-year data also indicates that health-related issues remain the leading cause of fatalities, followed by accidents, and thereafter malicious acts and acts of war. The Department of Field Support is preparing a report on all types of fatalities of peacekeeping personnel in the field, which will be presented to the Special Committee at its 2008 session.	61
17. Dialogue between the Secretariat and troop-contributing countries to promote safety and security During negotiations on memorandums of understanding, troop-contributing countries are informed about physical and medical fitness requirements.	62
18. Ensure adequate health care in the field and take appropriate measures to mitigate risks associated with mission areas Continuous monitoring of health threats includes reviews of monthly returns, and taking appropriate mitigating actions, such as improving and expanding the capabilities of medical facilities.	63
19. Develop guidelines and procedures to facilitate information-sharing with troop-contributing countries regarding safety and security issues as well as security management in peacekeeping operations In crisis situations, including hostage-taking and related incidents, the Department of Peacekeeping Operations provides time-sensitive information to troop- and police-contributing countries. The Office of Military Affairs provides information to troop-contributing countries during normal meetings. The ongoing restructuring of the Office of Military Affairs will include establishment of a function responsible for analysing and disseminating data provided by the military component of field missions.	65

	Paragraph in A/61/19 (Part II)[1]
III. Conduct and discipline	
20. Appropriate measures to be taken to prevent unsubstantiated allegations of misconduct from damaging the credibility of United Nations peacekeeping operations or troop-contributing countries **Ensure that steps are taken to restore the image and credibility of any United Nations peacekeeping operation or troop-contributing country or United Nations peacekeeping personnel when allegations of misconduct are found to be legally unproven** The Department of Field Support routinely provides feedback on the results of investigations conducted by the Office of Internal Oversight Services on allegations of sexual exploitation and abuse to the relevant peacekeeping operation and Member State. Standard operating procedures on public information activities relating to sexual exploitation and abuse, including guidance on briefings on allegations of misconduct, have also been developed and disseminated.	70
21. Ensure that the consultations of the Ad Hoc Open-ended Working Group on Assistance to Victims of Sexual Exploitation and Abuse benefit from full conference services **Until a comprehensive strategy for assistance to victims has been implemented, missions should continue to provide emergency assistance to victims of sexual exploitation and abuse within current mission budgets** Conference services were provided for the Working Group. By resolution 62/214, the General Assembly on the recommendation of the Working Group (A/62/595) adopted the United Nations Comprehensive Strategy of Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel.	71
22. Carry out a comprehensive review of the welfare and recreation needs for all categories of United Nations peacekeeping personnel In June/July 2007, a team was deployed to Headquarters and the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC), the United Nations Operation in the Congo (ONUCI), UNMIS and MINUSTAH to collect information for the report to be considered by the Special Committee at its 2008 session. Depending upon the endorsement of the report by Member States, there may be financial implications for implementation of the policy.	72
23. Generate a guide that summarizes the basic norms of conduct for all categories of peacekeeping personnel In its 2007 report, the Special Committee recommended utilization of proposed United Nations standards of conduct for the military. The report of the Group of Legal Experts (A/61/654) will be considered again by the Special Committee at its 2008 session to confirm whether the proposed United Nations standards of conduct should be all-encompassing for application to all categories of United Nations personnel.	76

	Paragraph in A/61/19 (Part II)[1]
24. Organize training on sexual exploitation and abuse for national contingents on their arrival in the mission Mission conduct and discipline units develop, coordinate and deliver training on the standards of conduct, including those on sexual exploitation and abuse, to all United Nations personnel (including national contingents) on arrival.	80
IV. Strengthening operational capacity	
A. Military capacities	
25. Undertake a comprehensive review of the strategic military cell, including clarification on its role and functioning A report will be submitted by the end of March 2008 for the consideration of both the General Assembly and the Special Committee.	87
B. Rapid deployment	
26. Facilitate various enabling arrangements to overcome contingent-owned equipment and sustainability shortfall faced by some troop-contributing countries It is common practice to have one troop-contributing country provide enabling arrangements for another. The providing troop-contributing country is reimbursed for both contingents. Such arrangements are agreed upon in the memorandums of understanding of both troop-contributing countries.	89
27. Continue to explore different options for enhanced rapidly deployable capacities in consultation with Member States Five missions have been identified as most needing enhanced rapidly deployable capacities support in the short term, the United Nations Interim Force in Lebanon (UNIFIL), UNMIS, UNOCI, UNMIL and MONUC. A strategic reinforcement needs assessment was completed for each that determined the enhanced rapidly deployable capacities size, type and response times required. The Department of Peacekeeping Operations is following up with 21 Member States to formally request enhanced rapidly deployable capacities support to address mission-specific requirements for these missions. A response was requested by 31 January 2008. The Department of Peacekeeping Operations briefed the Special Committee at an informal briefing on 17 December 2007 and will brief the Committee on the process and its outcome during the 2008 session.	90, 91, 95
28. Further explore partnerships with regional actors with a view to developing modalities in respect of rapidly deployable peacekeeping capacities of regional arrangements The Department of Peacekeeping Operations continues to explore with the African Union, the European Union and other regional entities, under what conditions and how regional organizations might be prepared to support United Nations peacekeeping with rapidly deployable capacities where required. Notwithstanding that any such	92

		Paragraph in A/61/19 (Part II)[1]
	cooperation would be on a case-by-case request by the United Nations for support from a specific regional actor, the Department of Peacekeeping Operations and the Department of Field Support are working with regional partners on the enhancement of exchange and knowledge between respective organizations, as well as the elaboration of joint frameworks and processes, so as to facilitate effective cooperation in cases where regional support is provided to United Nations peacekeeping operation.	
29.	**Strengthen and optimally use the United Nations standby arrangements system** In 2008, consultations with Member States concerning the enhanced rapidly deployable capacities will take place, which will also include the way ahead for the United Nations standby arrangements system.	94
30.	**Brief the Special Committee on the reinforcement needs assessment programme upon its completion** Please refer to the responses to the recommendations in paragraphs 90, 91 and 95 above.	96
C.	**Integrated planning**	
31.	**Fully implement the integrated mission planning process for future planning of complex multidimensional missions, including technical assessment missions** A comprehensive set of operational guidance notes are being developed in full coordination with field and Headquarters integrated mission planning process planners. This guidance, which covers technical assessment missions, will ensure the translation of the integrated mission planning process from policy prescriptions into standard practice, will be completed by the first quarter of 2008 and will be periodically updated on the basis of lessons learned.	98
32.	**Within the integrated mission planning process, enhance the practice of sharing with relevant stakeholders the concept of operations, the operational plan and the rules of engagement at an early stage of planning, and subsequently on a regular and systematic basis** The finalized guidance will form the basic framework for the development of training on the integrated mission planning process. Additional resources and support from the agencies will be required to address some of the outputs.	99
D.	**Mission leadership**	
33.	**Identify qualified candidates from troop-contributing countries for senior mission leadership posts** The inclusion of qualified nationals from troop-contributing countries, non- and underrepresented Member States in peacekeeping continues to be a priority, and both the Department of Peacekeeping Operations and the Department of Field Support engage troop- and police-contributing countries with a view to promoting diversity among the candidates considered for senior uniformed and civilian posts. Efforts to identify qualified candidates have been augmented in part, with the establishment of the	101

		Paragraph in A/61/19 (Part II)[1]
	Senior Leadership Appointments Section, located within the Office of the Under-Secretary-General for Field Service, and outreach has broadened on multiple levels.	
34.	**Involve the mission's leadership in the integrated mission planning process** Once in place, mission leadership is, along with the United Nations country team, closely consulted and involved in the integrated mission planning process. The senior management team, particularly of the Department of Peacekeeping Operations and the Department of Field Support, together with principals of the relevant United Nations department and United Nations agencies, also plays a key role in the planning process.	102
35.	**Make the integrated mission planning process an integral part of the United Nations senior mission leadership training** The integrated mission planning process is included in the senior mission leaders' course and in the senior leadership induction programme.	103
E.	**Strengthening United Nations mission headquarters**	
36.	**Ensure that lessons learned and good practices are included in the guidelines and trainings for joint operations centres and joint mission analysis centres** The Department of Peacekeeping Operations has prepared draft guidelines for joint mission analysis centres. These will now be finalized following a survey of some of the operational joint mission analysis centres planned for 2008.	104
37.	**Offer an assessment of progress on the implementation and effectiveness of joint operations centres and joint mission analysis centres** The Department of Peacekeeping Operations will provide an update on progress in the implementation and effectiveness of joint operations centres/joint mission analysis centres to the Special Committee at its 2008 session.	105
38.	**Establish a working group to investigate the requirement to strengthen mission headquarters operational capacity for new missions until normal staffing of the mission headquarters occurs** The Secretary-General proposed the establishment of 2,500 civilian career peacekeepers who would be subject to rapid deployment and would be globally managed by the Department of Peacekeeping Operations and the Department of Field Support. This cadre would enable the rapid deployment of sufficient numbers of trained and experienced staff to missions during the start-up or expansions on a temporary basis, pending the regular recruitment process. The General Assembly is expected to consider the proposals during its sixty-second session. The Standing Police Capacity has been created to respond to, among others, strengthening the mission headquarters operational capacity by establishing the police component until the new United Nations police personnel arrive. While military headquarters capacity is currently established by rapid generation of individual staff officers from Member States, the Secretariat is urgently exploring more effective ways to facilitate mission start-up.	106

	Paragraph in A/61/19 (Part II)[1]
F. United Nations police capacities	
39. Present a report to the Special Committee on the comprehensive review of all aspects of the Standing Police Capacity at the end of its first year of operation The Standing Police Capacity became fully operational in late 2007. A full report on the first year of its operations will be submitted to the Special Committee during the second half of 2008.	110
40. Keep Member States informed of progress in Standing Police Capacity recruitment. Recruit qualified personnel with due regard to gender balance and geographical representation As at 1 December 2007, all 27 Standing Police Capacity envisaged posts — 25 police experts and 2 administrative staff — had been selected. Sixteen officers have reported for duty, with 7 officers expected to report by early 2008. Standing Police Capacity staff members come from 22 different countries and 6 staff are female. Eight Professional staff members were recruited through Galaxy while the remaining 17 were seconded through Member States. The Standing Police Capacity briefed the Special Committee at an informal briefing on 20 November 2007.	111
41. Establish standard operating procedures and guidance for training of formed police units Preparation of training material for policy, directives and guidelines for use by formed police units is under way. The outline of tasks for formed police units has been identified, including through a workshop conducted with formed police units commanders. Once these policies and standard operating procedures are approved, the Integrated Training Service will assist in drafting training modules.	112
42. Undertake discussions with troop- and police-contributing countries and other development partners to explore how equipment needs for formed police units might be met to ensure that they are self-sustainable The Police Division has held several meetings with Member States and donors in order to assist formed police unit police-contributing countries to meet the minimum requirements for personnel, training and self-sustainment.	113
43. The Police Adviser should have unfettered access to the Under-Secretary-General on strategic and operational police matters and to retain a position in the senior management of the Department of Peacekeeping Operations The Police Adviser continues to be a member of the senior management of the Department of Peacekeeping Operations and enjoys unfettered access to the Under-Secretary-General for Peacekeeping Operations on strategic and operational matters while reporting through the Assistant Secretary-General for the Rule of Law and Security Institutions on day-to-day business to ensure coordination with other components of the Office of the Rule of Law and Security Institutions.	115

	Paragraph in A/61/19 (Part II)[1]
G. Doctrine and terminology	
44. Provide further reports on the progress in the development of the capstone doctrine over the coming year The Special Committee was briefed informally on the structure and content of the "consultation draft" of the document formerly referred to as the capstone doctrine on 20 July 2007. In addition, briefings were also given to the groups of States members of the European Union and of the Movement of Non-Aligned Countries at the United Nations, at their request, on 10 September and 2 October 2007, respectively.	118
V. Strategies for complex peacekeeping operations	
A. General	
45. Further explore opportunities for partnerships in post-conflict situations with international financial institutions and regional arrangements In October 2007, the Department of Peacekeeping Operations and the Department of Field Support issued joint guidelines on operational partnerships with the World Bank to all missions, building on operational experiences in Liberia and Haiti and are exploring the expansion of such initiatives to other missions. In November 2007, the two Departments, the World Bank and other United Nations offices began preparation of a United Nations-World Bank partnership framework in crisis and post-conflict countries to be issued in early 2008. The Secretary-General signed a joint statement on United Nations-European Union cooperation in crisis management on June 2007, aimed at developing political dialogue on broad aspects of crisis management and enhancing cooperation, including in establishing specific cooperation mechanisms in joint theatres, building on the experiences of the Democratic Republic of the Congo. These mechanisms were used in consultations regarding planning for European Union and United Nations operations (MINURCAT) in Chad.	124
46. The Department of Peacekeeping Operations and the Department of Political Affairs should ensure efficient and orderly transitions between peacekeeping operations and integrated offices Where peacekeeping operations have transitioned to integrated offices that are managed by the Department of Political Affairs, there is usually an exchange of letters between the heads of the two Departments formalizing the handover of files and relevant information, including critical background information concerning any residual peacekeeping issues, as well as the political environment in which the integrated office will operate. While not yet considered necessary, the temporary transfer of a Department of Peacekeeping Operations officer to the Department of Political Affairs could be considered.	125
47. Strengthen cooperation and coordination among all partners and stakeholders to ensure operational clarity and policy coherence on the ground during implementation of comprehensive strategies in the post-conflict peacebuilding phases, and a smooth transition to long-term development activities	126

		Paragraph in A/61/19 (Part II)[1]
	In November 2007, the Department of Peacekeeping Operations and the Department of Field Support joined with the World Bank and six other United Nations entities to begin discussions on a framework for strengthened partnership in crisis countries to be issued in early 2008. The framework will address improved cooperation in planning, operations, information-exchange, training and other areas critical to alignment of humanitarian, security, political and development actions of the United Nations and the World Bank. In December 2007, the Peacekeeping Best Practices Section of the Department of Peacekeeping Operations issued a paper identifying recommendations for strengthened engagement of peacekeeping missions with local and international civil society organizations.	
B.	**Peacebuilding Commission**	
48.	**Ensure effective coordination between the Department of Peacekeeping Operations, the Peacebuilding Support Office, United Nations funds programmes and agencies and non-United Nations partners in peacekeeping and peacebuilding efforts. A coherent and coordinated approach is needed** The Department of Peacekeeping Operations and the Department of Field Support consult regularly with the Peacebuilding Support Office through participation in its Senior Policy Group and the Contact Group. The Department of Peacekeeping Operations participates in the Peacebuilding Commission's country-specific meetings as well as lessons learned discussions. The Department of Peacekeeping Operations desks for countries under the purview of the Peacebuilding Commission and the Peacebuilding Fund provide policy and logistical support and information to the Peacebuilding Commission and the Peacebuilding Support Office. The Department of Peacekeeping Operations is consulting with Peacebuilding Support Office and other United Nations partners in the implementation of integrated mission planning process and in the development of guidance for peace operations on transition planning. The United Nations Development Group, the Peacebuilding Support Office, and the World Bank participate in training for all senior mission personnel and in cross-cutting working groups and meetings organized by the Department of Peacekeeping Operations.	129
49.	**Formulate peacebuilding strategies and programmes that are integrated with host nation strategies to ensure national ownership** Operational guidance currently under development will provide a tool to align mission implementation plans with national peacebuilding priorities and humanitarian and development aid frameworks. A United Nations-World Bank partnership framework will also be finalized in early 2008 and will address improved alignment of the full range of United Nations and World Bank post-crisis activities, including peacebuilding support.	130
50.	**Conduct regular exchange and interaction with United Nations partners and Member States to increase knowledge sharing and best practices on issues related to peacebuilding** The Department of Peacekeeping Operations provides regular briefings to the Peacebuilding Commission, and participates in meetings of the Peacebuilding Commission's Lessons Learned Working Group. In addition, the Department of	131

		Paragraph in A/61/19 (Part II)[1]
	Peacekeeping Operations and the Department of Field Support conduct after-action reviews and surveys of practice in collaboration with a range of partners, including the United Nations Development Programme, the Peacebuilding Support Office, the World Bank, the European Union, the African Union, and other key partners and interested Member States. It also consults regularly with key partners on the preparation of guidance and doctrine materials in order to capture and reflect experience from a broad range of operations.	
C.	**Disarmament, demobilization and reintegration**	
51.	**Design and implement disarmament, demobilization and reintegration programmes in partnership with the national Government, other United Nations actors, the World Bank, donors, regional arrangements and non-governmental organizations. Consider how best to structure Headquarters support to disarmament, demobilization and reintegration programmes in the field** The Department of Peacekeeping Operations has bolstered its ability to support disarmament, demobilization and reintegration in the field and the Inter-Agency Working Group process by increasing its staff resources. The Department has worked with the Working Group to develop a two-year Headquarters workplan. The United Nations Development Programme (UNDP) is recruiting a coordinator for the Working Group, while the United Nations Population Fund (UNFPA) is recruiting a programme manager for the disarmament, demobilization and reintegration resource centre. This additional capacity of the Working Group should strengthen overall Headquarters capacity to address a wide range of disarmament, demobilization and reintegration issues in the field.	132
52.	**Ensure that all new disarmament, demobilization and reintegration programmes are developed in line with the integrated disarmament, demobilization and reintegration standards. Update the standards with regard to the pilots in two countries, and the planned review of lessons learned** The integrated disarmament, demobilization and reintegration standards have been disseminated within the Department of Peacekeeping Operations and to all field practitioners in peacekeeping missions and United Nations country teams. In-mission training on the standards was provided to the UNMIS integrated disarmament, demobilization and reintegration unit together with members of the Sudanese national disarmament, demobilization and reintegration commissions. An informal briefing on the lessons learned from the two pilot integrated disarmament, demobilization and reintegration units was provided to the Special Committee on 19 December 2007.	133
53.	**The Inter-Agency Working Group should develop guidance on how to ensure that disarmament, demobilization and reintegration programmes are carried out within a broad peacebuilding strategy and fully integrated with the host country's national strategy on disarmament, demobilization and reintegration, security sector reform and transitional justice** Within the framework of United Nations inter-agency cooperation, the Department of Peacekeeping Operations is leading the policy development project on the linkages between disarmament, demobilization and reintegration and security sector reform	134

		Paragraph in A/61/19 (Part II)[1]
	programmes. A concept paper has been developed. The second phase of the project (field research and drafting of the module itself) will commence once the report of the Secretary-General on security sector reform is completed. In partnership with the Office of the United Nations High Commissioner for Human Rights (OHCHR), the Department of Peacekeeping Operations is developing an integrated disarmament, demobilization and reintegration standards module on the linkages between disarmament, demobilization and reintegration and transitional justice.	
54.	**The Inter-Agency Working Group should further develop guidance on the assessment, planning and implementation of economic reintegration programmes for the integrated disarmament, demobilization and reintegration standards** See the response to the recommendation in paragraph 134 above.	135
55.	**Disarmament, demobilization and reintegration programmes should include special measures to ensure the early release of children from armed groups and to prevent recruitment** The Department of Peacekeeping Operations continues to work closely with the United Nations Children's Fund (UNICEF) and other child protection partners to ensure attention to the plight and needs of children associated with armed groups. On a policy level, the Department contributed to the process on the Paris Commitments to Protect Children Unlawfully Recruited or Used by Armed Forces or Armed Groups and the Principles and Guidelines on Children Associated with Armed Forces or Armed Groups (the Paris Principles) on ending the use of child soldiers. Operationally, efforts are made to ensure that UNICEF and relevant child protection partners are included in the design and implementation of disarmament, demobilization and reintegration programmes. In accordance with the integrated disarmament, demobilization and reintegration standards, all new disarmament, demobilization and reintegration programmes should include special measures to ensure early release of children from armed groups and to prevent recruitment.	136
D.	**Security sector reform**	
56.	**Share the findings of the review conducted by the Department of Peacekeeping Operations and UNDP on United Nations capacities in security sector reform in post-conflict situations, and those of the study of the linkage between security sector reform and disarmament, demobilization and reintegration commissioned by the Department** The United Nations review on capacities was completed in November 2007. Case studies were prepared on the United Nations experience in Burundi, the Democratic Republic of the Congo, Haiti and Kosovo (Serbia). The final report, entitled "Recent Experience of United Nations Integrated Missions in Security Sector Reform (SSR): Review and Recommendations", is now available at: www.dcaf.ch/un_ssr_pcpb/_publications.cfm?navsub1=31&navsub2=3&nav1=3.	142

		Paragraph in A/61/19 (Part II)[1]
57.	**Formulate an overall strategy to identify and clarify the main elements of the concept of security sector reform. The General Assembly should have the main role in formulating such a strategy, taking into account existing initiatives and work being done within the United Nations. Submit to the General Assembly a comprehensive report on United Nations approaches to security sector reform during 2007** The comprehensive report of the Secretary-General on security sector reform will be issued in January 2008.	143, 145
E.	**Rule of law**	
58.	**Where mandated, ensure that rule of law and transitional justice are integrated into the strategic and operational planning of peacekeeping operations** With the establishment of the new Office of the Rule of Law and Security Institutions within the Department of Peacekeeping Operations, planning processes now involve a holistic approach to the rule of law, with legal and judicial system and prison system issues integrated into the strategic and operational planning for missions. Accordingly, police, justice, prisons and other relevant areas of expertise will be included in technical assistance missions, and through the mission planning process, OHCHR regularly participates in technical assistance missions and other strategic and operational planning activities, covering human rights and transitional justice issues.	147
59.	**Implement lessons learned in the field of rule of law** The Department of Peacekeeping Operations lessons learned studies in the justice and corrections areas have been shared with all mission components. These studies guide activities on the ground. Additional lessons learned studies will be undertaken to update and inform the prior studies.	148
60.	**Continue to develop guidance material for operational rule of law issues and further develop common United Nations guidance** The following guidance material has been developed and disseminated: a judicial primer, a corrections guidance manual, a prisons policy document and a prisons training manual. The Department of Peacekeeping Operations also supported the development by the United Nations Office on Drugs and Crime of a criminal justice assessment toolkit as well as a model code for criminal justice. The Department of Peacekeeping Operations and OHCHR are jointly developing a rule of law index, as a tool for measuring the situation of the police, justice and prison systems against objective criteria. The index is expected to be finalized during 2008-2009. The Department of Peacekeeping Operations is developing other guidance materials to support justice and corrections aspects of United Nations peacekeeping, including through partnership with other organizations.	150
61.	**Peacekeeping operations should develop and implement joint rule of law programmes with other parts of the United Nations system. Strengthen the rule of law efforts of the Department of Peacekeeping Operations so that there is a coherent approach at Headquarters and peacekeeping missions on the rule of law**	151, 153

		Paragraph in A/61/19 (Part II)[1]
	In some missions, such as BINUB, rule of law programmes are fully integrated between the Department of Peacekeeping Operations and UNDP. While this type of joint programming is not yet realized in all missions, the Department's judicial and corrections components currently develop programmes that are programmatically consistent and complementary to United Nations systems partner programming in these sectors. The establishment of the Office of the Rule of Law and Security Institutions has led to increased coherency and coordination efforts within peacekeeping operations, which will facilitate efforts on the ground.	
F.	**Children and peacekeeping**	
62.	**Give special attention to the protection, welfare and rights of children in armed conflict when considering action aimed at maintaining peace and security** There are 62 child protection advisers deployed in 7 peacekeeping operations. In addition to monitoring and reporting, child protection advisers also provide training to military, police and civilian components in missions in order to sensitize those components to the protection, welfare and rights of children while carrying out their duties.	155
G.	**Gender and peacekeeping**	
63.	**Integrate gender perspectives into mandated tasks in post-conflict countries at the national and regional levels in the context of peacekeeping operations** Twelve integrated missions have gender advisers. Gender advisers work most closely with human rights and rule of law components and United Nations police in mainstreaming gender. National level examples include cooperation between the gender adviser and United Nations police in MINUSTAH in assisting a recruitment drive by the Haitian national police to increase female police in August 2007, and collaboration between the gender adviser and the Rule of Law Unit in UNMIS to synthesize national laws on sexual and gender-based violence. At the subregional level, gender advisers in the integrated missions in West Africa convened a consultative meeting in September 2007, in cooperation with the United Nations Office for West Africa (UNOWA), to develop a subregional approach for integrating gender perspectives in their respective mandates. The Police Division is systematically addressing gender issues in its reform, restructuring and rebuilding of national police and law enforcement agencies. The Office of Mission Support is systematically highlighting gender issues in directives and guidance to force commanders.	156
64.	**Continued engagement by the Gender Unit of the Department of Peacekeeping Operations to support the effective implementation of the policy directive on gender equality in peacekeeping** In March 2007, the Gender Unit and the Police Division convened a lessons learned workshop in Brindisi, Italy, to collect good practices on mainstreaming gender which led to the development of guidelines on integrating gender into national police and law enforcement agencies scheduled to be issued in early 2008. In May 2007, the Office of Operations, in cooperation with the Gender Unit, issued draft guidelines for Political Affairs Officers on mainstreaming gender into their work. In October 2007, the	157

		Paragraph in A/61/19 (Part II)[1]
	Gender Unit, in cooperation with the Department of Political Affairs, finalized joint guidelines for the Department of Political Affairs and the Department of Peacekeeping Operations on enhancing the role of women in post-conflict electoral processes. The Gender Unit also continues to collaborate with the Office of Military Affairs and the Police Division and with the Senior Leadership Appointment Section of the Department of Field Support to advocate and advance strategies for the deployment and recruitment of more women to peacekeeping missions.	
65.	**Finalize the comprehensive gender training strategy and the gender training tools for peacekeepers. Trainings should be mandatory for all mission staff, especially at the senior level** In addition to standard generic training module on gender, draft gender training modules have been developed to guide specialist and senior mission leadership training activities, and two gender training of trainers' courses have taken place to expand the pool of gender-specialist trainers. Finalization of the draft modules and the comprehensive gender training strategy will be spearheaded by a gender trainer in the Integrated Training Service. All staff in peacekeeping operations are expected to participate in gender training sessions as part of their induction training. The content of this training reflects gender dimensions of various peacekeeping tasks and an awareness of the impact of conflicts on women's lives.	158
66.	**Give consideration to developing a proposal for gender capacity within the Integrated Training Service** A gender training officer will assume this function in the Integrated Training Service in January 2008. Thereafter, a review will be undertaken of the longer-term strategy required to sustain the capacity. The Office of Internal Oversight Services has recommended that a regular post be approved in the near future.	159
67.	**Develop a comprehensive strategy to increase the participation of women in all aspects and at all levels of United Nations peacekeeping operations** Efforts are under way to strengthen outreach to peacekeeping partners within the United Nations system. Human resource action plans are also being implemented in field missions to strengthen human resources planning at the mission level. Human resource action plans will set mission targets that include gender balance. The pilot human resource action plan was initiated in 2007 and will be reviewed at the end of the first quarter of 2008, so that lessons learned can be reflected in the roll out of the human resource action plans to all missions in 2008/09. The strategy to increase the participation of women among uniformed peacekeeping personnel has been strongly underlined in outreach to Member States and in the ongoing review of policies and procedures to ensure that they provide equal opportunities to women. This effort has seen close collaboration between the Office of Military Affairs, the Police Division and the Gender Unit to engage in dialogue with troop- and police-contributing countries in order to underline the operational necessity for deploying more women to peacekeeping.	160

		Paragraph in A/61/19 (Part III)[1]
68.	**Build partnerships within the United Nations system on gender mainstreaming with a view to ensuring that individual United Nations personnel are made responsible for gender issues and are being assessed against their performance in delivering progress** The Department of Peacekeeping Operations and the Department of Field Support have been working with Office of the Special Adviser on Gender Issues/Focal Point for Women on promoting gender balance in the Secretariat through the adoption of terms of reference for a focal point for women for each department. The Focal Point has been active in ensuring that all vacancy announcements include specific gender language in the competencies for leadership and professionalism. The Focal Point has also drafted a guidance note to ensure that programme managers are using the staff promotion and selection system to advance the gender objectives of the Department of Peacekeeping Operations.	161
H.	**HIV/AIDS and peacekeeping**	
69.	**Troop-contributing countries and the Secretariat should continue to work together to harmonize and bolster pre-deployment awareness programmes** A HIV/AIDS prevention and awareness DVD for uniformed peacekeepers is being distributed to peacekeeping training centres as part of their pre-deployment training curriculum, complementing the standard generic training module. Troop-contributing countries are informed of pre-deployment medical requirements, including physical and mental fitness, in line with the guidelines provided by the United Nations Medical Support Manual for United Nations Peacekeeping Operations. An assessment of medical and public health implications of HIV in three peacekeeping missions has been undertaken. The report will be finalized by early February 2008. Findings will be shared with interested Member States.	163
70.	**Ensure that all missions have sufficient and accessible HIV voluntary confidential counselling and testing capacity for all United Nations peacekeeping personnel** At present, 10 HIV/AIDS teams and focal points offer voluntary counselling and testing. In three other missions, United Nations clinics conduct voluntary counselling and testing upon request from clients, whereas in two missions HIV/AIDS focal points rely on referral to external facilities for clients interested in voluntary counselling and testing. For the missions that rely on external facilities and for the five missions that are not offering voluntary counselling and testing, the Department of Peacekeeping Operations will identify and train medical personnel in voluntary counselling and testing to ensure that the service is available in the mission. In most missions, medical personnel from contingents are also able to conduct HIV tests.	164
71.	**Routinely include medical experts in technical assistance missions for planning for new peacekeeping operations** The Department of Field Support is developing and executing the most appropriate medical support plan for each new mission. Personnel from the Medical Support Section participated in technical assistance missions to MINURCAT, UNMIN, UNAMID and UNMIT.	165

		Paragraph in A/61/19 (Part II)[1]
I.	**Public information**	
72.	**Inform the local population and all relevant national actors in a transparent and constant manner about the mandate, activities and development of United Nations peacekeeping operations in local languages and enhance cooperation between the Department of Peacekeeping Operations and the Department of Public Information** The Department of Peacekeeping Operations and the Department of Public Information support the public information components of peacekeeping operations to inform host populations of the peacekeeping mandate and the peace process. Cooperation has grown appreciably over the past year, including through regular chairing of a public information working group of the two Departments which tackles issues faced by their counterparts in the field, as well as global communications challenges and strategies. All public information components produce materials and broadcast in local languages, including on Radio Okapi in the Democratic Republic of the Congo and ONUCI-FM in Côte d'Ivoire, which broadcast regularly in five local languages.	166
J.	**Quick-impact projects**	
73.	**Develop a comprehensive policy for quick-impact projects** In February 2007, the Department of Peacekeeping Operations approved a policy directive on quick-impact projects that defines their purpose, scope and key characteristics. The policy also covers budgetary issues and principles for financial and programme management. Quick-impact projects are defined as small-scale, rapidly implementable projects, of benefit to the population. The projects are used by peacekeeping operations to establish and build confidence in the mission, its mandate and the peace process, thereby improving the environment for effective mandate implementation.	169
VI.	**Cooperation with troop-contributing countries**	
74.	**Hold consultations with troop-contributing countries at all stages of a United Nations peacekeeping operation and sufficiently in advance of the renewal or mandating of an operation** The Department of Peacekeeping Operations and the Department of Field Support meet regularly with troop-contributing countries, including during the renewal and mandating of an operation. Private meetings are organized with troop-contributing countries at the request of the Security Council and concerned members of the Council and relevant troop-contributing countries. Informal meetings are organized with troop-contributing countries at the request of the leadership of the Department of Peacekeeping Operations and the Department of Field Support, and relevant troop-contributing countries are updated on the latest developments in peacekeeping operations.	171, 172, 174

		Paragraph in A/61/19 (Part II)[1]
75.	**Consult with troop-contributing countries in a timely manner when planning any change in the tasks, mission-specific rules of engagement, operational concepts or command and control structure that have an impact on the personnel, equipment, training and logistics requirements** Following a decision to adjust the military tasks or otherwise modify the concept of operations for a peacekeeping operation, the Office of Military Affairs and the Department of Field Support develop the detailed strategic level guidance and plan to implement the approved changes. Troop-contributing countries are informally advised that changes will be made and are then formally briefed on the approved changes and implementation plan. Troop-contributing countries can then decide if they are able to continue supporting the adjusted peacekeeping operation.	175
76.	**Continue and improve cooperation with the Special Committee** All informal briefings are included on the Intranet, including briefings to troop- and police-contributing countries.	176
VII.	**Enhancement of African peacekeeping capacities**	
77.	**Support the African Union in ensuring commonality of doctrine** The African Union peacekeeping support team of the Department of Peacekeeping Operations contributed to the development by the African Union of a draft doctrine for peacekeeping; subsequently it has actively promoted harmonization through facilitating the translation of key documents on the draft doctrine into the official languages of the African Union, coordinating with other organizations providing support to promote interoperability and assistance to training which includes a training programme for senior mission leader leaders. Projects are ongoing to develop capacity for integrated planning, drawing on the United Nations integrated mission planning process, and to develop the means to reflect the needs of United Nations agencies, funds and programmes in the African Union's planning for peacekeeping. Supporting the development of regional standby capacities that will form the African Standby Force is essential. The African Union peacekeeping support team has engaged with regional economic communities and been involved in the development of the concept for the rapid deployment capability, the logistics base and training coordination.	179
78.	**The African Union peacekeeping support team should serve as a coordination point for all issues in the Department of Peacekeeping Operations related cooperation with the African Union** The African Union peacekeeping support team has contributed to the full range of capacity-building activities in support of the peace and security cluster of the 10-year African Union capacity-building programme with emphasis on developing the capacity of the African peace and security architecture, particularly the African Stand-by Force, at both the continental and the regional level. This culminated in the African Union peacekeeping support team's facilitation of the process to develop the African Stand-by Force training and implementation plan, the product of detailed coordination between	180, 183

	Paragraph in A/61/19 (Part II)[1]
the African Union Commission, the regional planning elements/stand-by capacities and partners. In addition, the African Union peacekeeping support team has facilitated the provision of support to the operational planning capacity of the African Union.	
VIII. Cooperation with regional arrangements	
79. **Establish a framework to operationalize practical cooperation and replace ad hoc arrangements with effective coordination mechanisms and measures between the United Nations and regional arrangements** As a result of an after-action review on the European Union Force in the Democratic Republic of the Congo, the Department of Peacekeeping Operations developed a set of planning tools to facilitate the planning of a European Union operation in support to United Nations peace operations in a more predicable manner. The template for logistic arrangement should be finalized in early 2008. An after-action review on the planning of MINURCAT will take place in early 2008.	184
IX. Best practices	
80. **The Department of Peacekeeping Operations should expand the access of troop-contributing countries to policy and best practices documents through the Intranet and communities of practice** The Department of Peacekeeping Operations is currently reviewing technically feasible options for making guidance materials available to troop-contributing countries in the most efficient manner. In the meantime, the Department will continue to share doctrine through its training materials and modules.	189
X. Training	
81. **The Special Committee underlines the importance it attaches to the development by the Department of Peacekeeping Operations of a training strategy and policy that will form the basis for the delivery of police and military training and substantive and specialist civilian training** The Integrated Training Service has developed a strategic framework to guide peacekeeping training over the coming years, which is being developed in consultation with Member States and peacekeeping personnel. The framework underlines the need to build on and strengthen cooperation with regional and national training centres. Another key component is a comprehensive needs assessment that will be conducted at Headquarters and in the field, based upon which senior management will set priorities and the Integrated Training Service will develop or modify training policies.	196
82. **The Special Committee awaits key policies on integrated training to strengthen the field-based capacity of the integrated mission training centres to be submitted to all stakeholders for their consideration** See the response to the recommendation in paragraph 196 above.	197

	Paragraph in A/61/19 (Part II)[1]
83. The Integrated Training Service is encouraged to continue to consult with Member States and peacekeeping training centres in finalizing and piloting the modules and disseminating them to Member States and peacekeeping operations in the six official languages The Department of Peacekeeping Operations provides standards and other guidance for peacekeeping training through the provision of standardized course specifications and standardized training materials developed in close cooperation with Member States. These standardized materials are available in English, and the level one training modules have been translated into French. Translation into the other four official languages has not been undertaken due to resource and personnel constraints. The strategic framework stresses the need to make better use of information technology, including through the use of online and computer-based learning.	198, 200, 208
84. Develop and implement an evaluation methodology for training, and to strengthen the evaluation process for training in the field The Integrated Training Service has drafted standard operating procedures for evaluation of training that specifically target higher levels of training evaluation. An assessment of senior leadership training needs and the development of an overall senior leadership strategy will take place in 2008.	201, 204
85. Develop a set of minimum training standards for peacekeeping operations and related training programmes to enable contingent members to maintain their skills during the time of their deployment The troop-/police-contributing countries receive standardized training materials developed by the Integrated Training Service. During the April 2007 workshop for staff from integrated mission training centres, a minimum standard of mission induction training for all incoming personnel was discussed and agreed. This standard will be disseminated to missions during the first quarter of 2008. In addition, in accordance with the strategic framework, the Integrated Training Service plans to develop a package of enhanced support to troop-/police-contributing countries and partner training centres.	203
86. Inform the Special Committee on the development and implementation of the senior mission administrative and resource training programme The senior mission administrative and resource training programme was created to train staff to a pre-subscribed level of competence in administrative support functions; facilitate managerial and fiduciary responsibilities; and create a systematic method of preparing Professional and Field Service staff at the mid-level and above for advancement to successive levels of responsibility, including meeting pre-certification demands. Designed as a "living" programme, the training programme will prepare managers to adapt to the mission environment and to develop innovative responses to challenges and performance gaps based on recent mission experiences.	204

	Paragraph in A/61/19 (Part II)[1]
87. Develop a comprehensive gender training strategy Elements of a comprehensive gender training strategy have been developed and will be consolidated into a strategy in the first part of 2008 when the gender trainer assumes that function in the Integrated Training Service.	205
88. The efforts of the Integrated Training Service to translate training modules into official languages relevant to the mission are encouraged The Integrated Training Service has reviewed its holding of United Nations peacekeeping operations publications and will now only manage those publications that are directly related to training. The standardized generic training modules have been translated into French, and will be distributed to Member States and missions in 2008. The Integrated Training Service will seek resources for translation of the remaining material.	206
89. Submit funding proposals for the senior mission leadership training module to the General Assembly for consideration The next senior mission leadership course will take place in early 2008. The Integrated Training Service will begin a comprehensive review of senior leadership activities and products and develop a senior leadership strategy, although the senior mission leadership course is expected to remain an important activity in this strategy. The Integrated Training Service will seek administrative assistance from countries hosting or funding the senior mission leadership.	207
90. The DPKO and the United Nations Institute for Training and Research (UNITAR) should work together in the development and conduct of training for peacekeepers UNITAR courses are not under the control or management of the Integrated Training Service. Nevertheless the Integrated Training Service and the Programme of Correspondence Instruction of the Institute maintain informal links and every effort is made to ensure that the training material of the two organizations is complementary.	209
91. Continue to work with relevant United Nations agencies and national and regional training institutions and forums to support the implementation of training on disarmament, demobilization and reintegration Training on disarmament, demobilization and reintegration is included in the base level standardized training materials, as well as the second level of training for mission specialists. The standardized training material of the Department of Peacekeeping Operations is made available to all peacekeeping partners and Member States and is used widely. The Department continues to work with relevant United Nations agencies and national and regional training institutions and forums to support the implementation of disarmament, demobilization and reintegration training. All training is in line with the integrated disarmament, demobilization and reintegration standards.	210

	Paragraph in A/61/19 (Part II)[1]
XI. Personnel matters	
92. Provide justification for the proposal of the Secretary-General to create a professional civilian staff capacity to enhance the United Nations capabilities in peacekeeping operations The proposed civilian career peacekeepers would provide a dedicated capacity to meet baseline peacekeeping staffing requirements, respond to rapid deployment needs, and meet projected requirements for future leaders, managers and technical specialists through targeted training and development, thereby better enabling the Organization to meet Member States expectations for the deployment of new missions within 30 or 90 days.	211
93. Accelerate recruitment of personnel to fill the vacancies in peacekeeping operations with urgency The Secretariat is in the process of procuring a talent management system to replace the Galaxy system and enable the electronic screening of applications. A small capacity has already been established at the United Nations Logistics Base at Brindisi, Italy, to conduct reference checks of peacekeeping candidates. Occupational group managers are improving the development and management of occupational group rosters. "Tiger teams" with delegated recruitment authority are deployed to peacekeeping operations to provide pro-active support at key stages such as start-up or expansion to reach recruitment targets within established time frames. Addressing high vacancy rates, however, also requires addressing conditions of service; the Secretary-General has proposed human resources management reforms to streamline contractual arrangements and harmonize conditions of service of staff in the field with the more favourable conditions offered by the United Nations agencies, funds and programmes.	214
94. Ensure a fair representation of troop-contributing countries when selecting personnel for Headquarters and field positions Efforts are under way to strengthen outreach to peacekeeping partners in an effort to strengthen collaboration in filling critical vacancies and improve gender balance and appropriate geographical representation including a fair representation of troop- and police-contributing countries. Human resources action plans will set mission targets in areas such as geographic representation, including appropriate troop- and police-contributing countries representation.	215
95. Take steps to employ staff in the Department of Peacekeeping Operations competent in using the Secretariat's working languages, English and French The Department of Field Support selects staff who meet the functional and competency requirements of the post to be filled in a given mission, with mission-specific language skills included among the requirements, as appropriate.	217, 218
96. Ensure that staff sent to United Nations field operations to conduct examinations for experts on missions are certified and adhere to United Nations examination criteria	219

		Paragraph in A/61/19 (Part II)[1]
	All police personnel are tested in language, driving and shooting (where applicable) before deployment or once they arrive to the field mission to ensure that they meet the minimum United Nations requirements for service.	
97.	**Develop proposals for consideration by the General Assembly to address the current differences in the conditions of service of deputy force commanders currently serving in United Nations peacekeeping operations** The Department of Peacekeeping Operations and the Department of Field Support are reviewing the policy in the light of previous rejection by the Advisory Committee on Administrative and Budgetary Questions and/or the Fifth Committee of requests for the position of deputy force commander to be a United Nations contracted post.	222
98.	**Undertake a review of the current death and disability policy with a view to harmonizing existing policies and streamlining the claims process** The Secretariat will submit a comprehensive report on death and disability compensation at the next session of the Special Committee.	223
XII.	**Financial issues**	
99.	**The Secretariat should continue to look into practical modalities to address situations where contributors have not been reimbursed for their participation in various ongoing and closed missions, some going back to more than a decade, and to inform Member States at the earliest opportunity** The General Assembly has requested an updated proposal on the consolidation of peacekeeping accounts. Amounts due to troop-contributing countries in closed missions will be addressed in the report that will be presented to the Assembly for consideration at the first part of its resumed sixty-second session. Amounts due to troop-contributing countries in ongoing missions are periodically reimbursed depending on cash availability in the respective missions' special accounts.	225
100.	**Ensure the rapid processing and payment of reimbursements to troop- and police-contributing countries** The current practice is to process reimbursement to troop-contributing countries quarterly. Currently, claims for the third quarter ended 30 September 2007 are being processed and will be settled by 31 December 2007 subject to the availability of cash in the respective missions' accounts. This process is currently applied and is working effectively.	227
101.	**When a new mission is being planned, full account must be taken of the strategy for mission completion. After a mission is established, periodic reviews should be undertaken to ensure that the activities are implemented effectively and efficiently** Integrated technical assessment missions led by the Department of Peacekeeping Operations are usually conducted when the mandate of a mission goes through a significant change at the request of the Security Council. Periodic integrated reviews also take place in order to review implementation with regard to previously defined expected achievements and indicators, and to recommend revisions to the benchmarks	229

	Paragraph in A/61/19 (Part III)[1]
in accordance with the review. Such reviews have taken place during the past year in the context of several missions, including UNMIL, MONUC, the United Nations Integrated Office in Sierra Leone, BINUB and MINUSTAH. Wherever possible where there is an adjacent mission, the Department of Field Support provides bridging support in the form of aircraft, vehicles and contractual support.	